

LEADING UNDER THE MICROSCOPE

Sarah C. Peck, Director, UnitedOnGuns

Heather Fagen, Chief of Staff to Mayor Buddy Dyer, Orlando, FL

Bruno Lozano, Former Mayor, Del Rio, TX

Mike Elliot, Mayor, Brooklyn Center, MN

Dr. Karen Weaver, Former Mayor, Flint, MI

Moderator: Amanda Hunter, Executive Director, Barbara Lee Family Foundation

WINTER
2023

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Amanda Hunter, Executive Director, Barbara Lee
Family Foundation

WINTER
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20+ Years of Research on Gender in Politics



DO VOTERS PERCEIVE MEN AND WOMEN LEADERS AS DIFFERENT?

WHAT MOTIVATES VOTERS TO ELECT WOMEN TO EXECUTIVE OFFICE?

**WHAT ACTIONS AND MESSAGES RESONATE WITH VOTERS WHEN
A WOMAN LEADER MANAGES A CRISIS, CONFRONTS SEXISM,
RUNS FOR RE-ELECTION—AND MUCH MORE.**

DEEP DIVE: Handling a Crisis

Seeing a candidate or elected official as able to handle a crisis is critically important to voters, especially when they're evaluating women.

- When communicating around a crisis, accountability is important to convey. In focus groups, voters were attuned to messages where a hypothetical governor was taking ownership of a crisis.
- Voters were consistent: in a crisis, they want a problem solver who is creative, realistic, strong, and decisive — someone who listens to others and projects calmness and confidence.
- Voters surveyed identified “being a good communicator” as the most important trait. For voters, communicating isn’t just about conveying information; it’s also about listening to and learning from experts, stakeholders, and those impacted. There are two sides of gathering information — from the people impacted and from the experts.





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Sarah C. Peck, Director, UnitedOnGuns

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Speaking from the heart

Crisis Communications Best Practices

Sarah C. Peck

Director, UnitedOnGuns

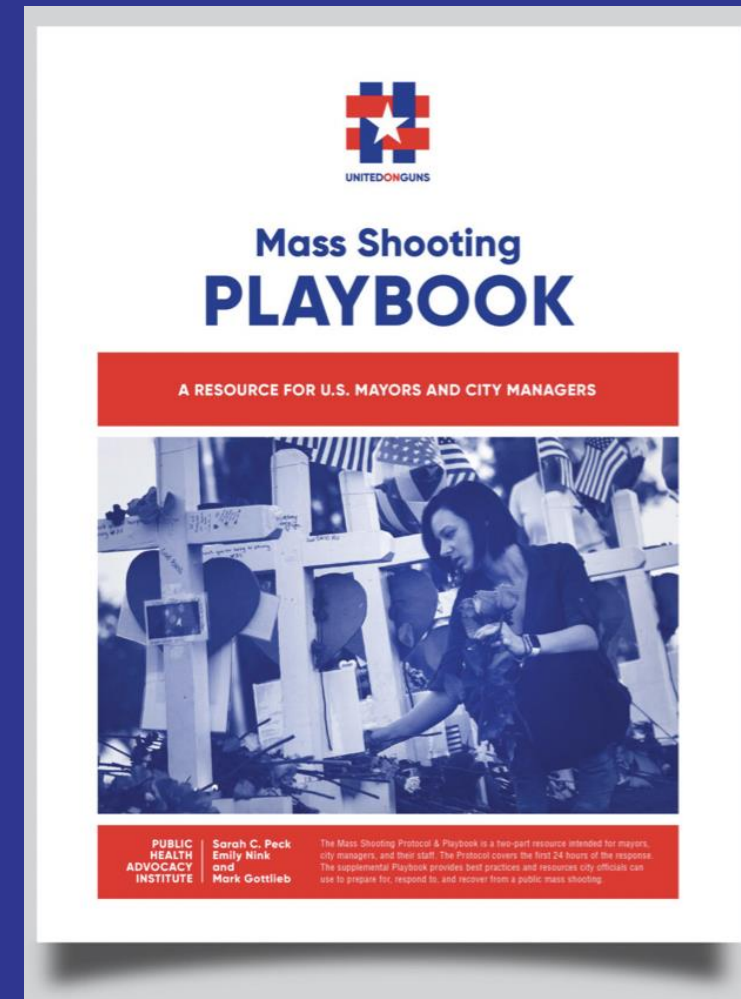
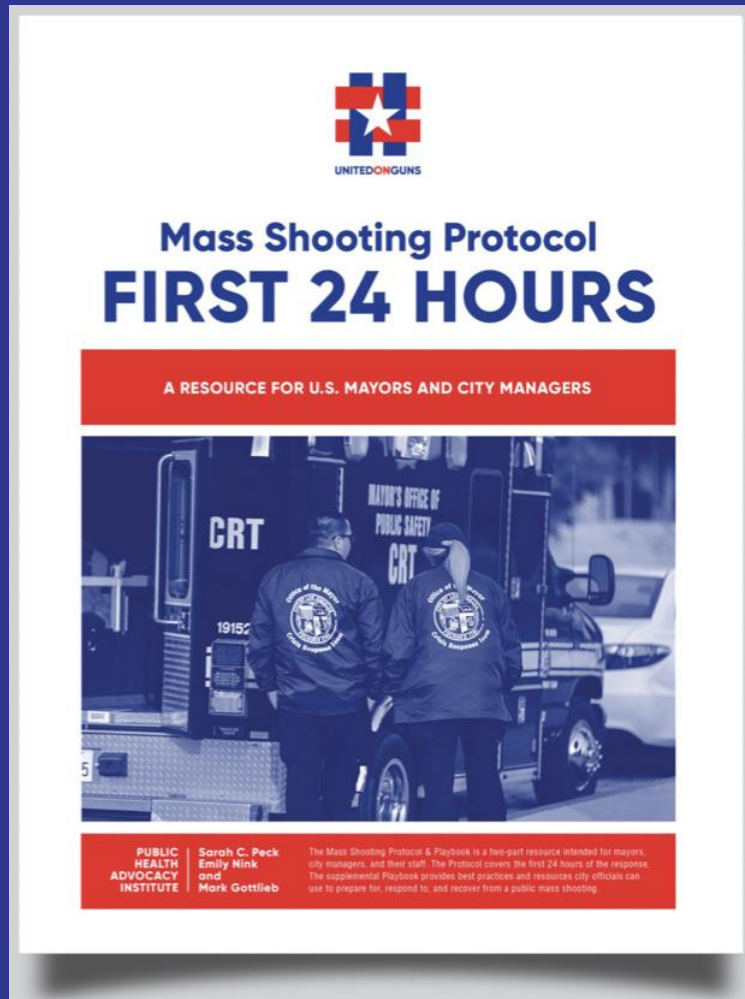
Public Health Advocacy Institute
Northeastern University School of Law

Mass Shooting Research

- [Dayton](#) Oregon District Shooting
- [El Paso](#) Walmart Shooting
- [Orlando](#) Pulse Nightclub Shooting
- [Parkland](#) MSD School Shooting
- [Pittsburgh](#) Tree of Life Synagogue Shooting
- [San Bernardino](#) Terrorist Attack

Case briefs are available on our website.

Mayors helping mayors



UNITED ON GUNS

Chapter 1: Communications

"You are communicator-in-chief."

– Mayor Nan Whaley, Dayton OH

Chapter Summary

Your primary role after a mass shooting is to share facts with the community, correct misinformation, and communicate messages of safety, unity, and empathy. Your public speaking experience will guide your messaging. However, a public mass shooting is traumatizing and presents unique challenges. This chapter presents crisis communications resources and best practices from mayors that you can use to prepare for and respond to a mass shooting.

In the **preparedness** phase, you can develop a crisis communications plan in partnership with your chief of police, plan the location and operations of a Joint Information Center (JIC) (separate from the family reunification center), arrange crisis communications training for yourself and your team if needed, review communications systems and capacities, and learn about trauma-informed messaging.

During the first 24 hours after the shooting (the **response** phase), your goal is to stay ahead of the news cycle. Communicate early and often to prevent the spread of inaccurate information. Coordinate with law enforcement to get regular updates, deliver the facts as they become available, proactively correct misinformation, and coordinate your message with other agencies to present unified leadership. As "communicator-in-chief," you decide who will speak, about what, and when. You may opt not to be the lead spokesperson, instead allowing law enforcement officials to deliver information about the investigation. Your messages might instead highlight safety, unity, and healing. Above all, transparency is the goal.

You may be responsible for managing a stream of dignitaries. One mayor advised directing visitors to where they can provide comfort to the victims and their families. During visits of elected officials, you may need to work closely with them to prevent remarks that could politicize the shooting.

As you enter the **recovery** phase, your messaging may shift from providing facts about the shooting to messages of healing and availability of mental health resources. Consult with victims' assistance agencies for help crafting these messages.



“You are communicator in chief”

Mayor Nan Whaley, Dayton OH

- You should participate in the press conferences
- Your voice is necessary to comfort a frightened and grieving community
- Regular press conferences are needed stay ahead of the press, and correct misinformation

Best Practices Tips for Press Conferences from a Law Enforcement Public Information Officer (PIO)

1. Speak with one voice. Assign one media contact.
2. No “off the record” remarks. Make sure everyone follows this guidance, even people who answer phones.
3. Plan in advance where your press conferences will be held.
4. Have some prepared remarks on hand so that you don’t have to start from scratch.
5. Initial remarks should include answers to “who, what, when, where (but not why), and what you are doing about it.
6. Think about the questions the media will ask and find the answers (*e.g.*, did the shooter have a record?)
7. Include directions to the families of victims (location of the reunification center) and to the public (road closures, lockdowns, etc.)
8. For the speakers: agree in advance on a signal for when you are ready to end your remarks so that your PIO can end the briefing for you. Keep your remarks short. Avoid redundancy.
9. Determine speaker order, length of remarks. Practice.
10. For speakers who like to read remarks: memorize your most important points and look up at the camera when you make them. That’s what the media will cover.



Focus on the victims

Mayor Dee Margo, El Paso TX

- Your messages are a tool to address trauma caused by the crisis
- Consult with public health agency and mental health experts to develop appropriate messages
- In a mass casualty event, the public will look to you for public safety assurances, updates about the victims, referrals to mental health resources, and messages of healing and unity

Avoid political messaging

Christine Hunschofsky, Parkland FL

- Not the time for argument. Now is is the time to comfort and unify
- Help VIP visitors find ways to help victims heal
- “Be a human.”

Prepare & Share

In the next 30 days:

1. Take 30 minutes to review the Protocol, read a Case Brief, and review the Communications chapter
2. Ask to attend a law enforcement active shooter drill
3. Schedule a tabletop to plan *your* response
4. Share these resources with others



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Heather Fagen, Chief of Staff to Mayor Buddy Dyer,
Orlando, FL

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IN THE WAKE OF TRAGEDY: BEST PRACTICES FROM ORLANDO'S NIGHTCLUB SHOOTING



Heather Fagan, Chief of Staff to Orlando Mayor Buddy Dyer

#OrlandoUnitedDay

AKYRA MONET MURRAY, 18 • ALEJANDRO BARRIOS MARTINEZ, 21 • AMANDA L. ALVEAR, 25 • ANGEL CANDELARIO-PADRO, 28 • ANTHONY LUIS LAUREANO DISLA, 25 • ANTONIO DAVON BROWN, 29 • BRENDA MARQUEZ MCCOOL, 49 • CHRISTOPHER ANDREW LEINONEN, 32 • CHRISTOPHER JOSEPH SANFELIZ, 24 • CORY JAMES CONNELL, 21 • DARRYL ROMAN BURT II, 29 • DEONKA DEIDRA DRAYTON, 32 • EDDIE JAMOLDROY JUSTICE, 30 • EDWARD SOTOMAYOR JR., 34 • ENRIQUE L. RIOS JR., 25 • ERIC IVAN ORTIZ-RIVERA, 36 • FRANK HERNANDEZ, 27 • FRANKY JIMMY DEJESUS VELÁZQUEZ, 50 • GERARDO A. ORTIZ JIMENEZ, 25 • GILBERTO R. SILVA MENENDEZ, 25 • JASON BENJAMIN JOSAPHAT, 19 • JAVIER JORGE REYES, 40 • JEAN CARLO MENDEZ PEREZ, 35 • JEAN CARLOS NIEVES RODRÍGUEZ, 27 • JERALD ARTHUR WRIGHT, 31 • JOEL RAYON PANIAGUA, 32 • JONATHAN A. CAMUY VEGA, 24 • JUAN CHAVEZ MARTINEZ, 25 • JUAN PABLO RIVERA VELÁZQUEZ, 37 • JUAN RAMON GUERRERO, 22 • KIMBERLY JEAN MORRIS, 37 • LEROY VALENTIN FERNANDEZ, 25 • LUIS DANIEL CONDE, 39 • LUIS DANIEL WILSON-LEON, 37 • LUIS OMAR OCASIO CAPO, 20 • LUIS SERGIO VIELMA, 22 • MARTIN BENITEZ TORRES, 33 • MERCEDEZ MARISOL FLORES, 26 • MIGUEL ANGEL HONORATO, 30 • OSCAR A. ARACENA MONTERO, 26 • PAUL TERRELL HENRY, 41 • PETER OMMY GONZALEZ CRUZ, 22 • RODOLFO AYALA AYALA, 33 • SHANE EVAN TOMLINSON, 33 • SIMÓN ADRIAN CARRILLO FERNÁNDEZ, 31 • STANLEY ALMODOVAR III, 23 • TEVIN EUGENE CROSBY, 25 • XAVIER EMMANUEL SERRANO-ROSADO, 35 • YILMARY RODRÍGUEZ SOLIVAN, 24

LOVE DEFEATS HATE,
LIGHT DEFEATS THE DARKNESS

2:02 am

SHOOTING BEGAN

3 am

POLICE PIO NOTIFIED

3:45 am

OPD PIO ON-SCENE

3:56 am

FIRST TWEET BY
ORLANDO POLICE

7:30 am

FIRST PRESS
CONFERENCE

10:30 am

SECOND PRESS
CONFERENCE

2:45 pm

THIRD PRESS
CONFERENCE



Orlando Police

@OrlandoPolice

Shooting at Pulse Nightclub on S Orange.
Multiple injuries. Stay away from area.



RETWEETS

3,383

LIKES

3,129



3:58 AM - 12 Jun 2016

Order matters

Accuracy &
transparency

Establish next briefing

Coordinate with
partners

Elected officials

Local vs national media



 **Orlando FL** 
@citybeautiful

The Family Assistance Center is now open and will provide the necessary support to victims all in one location.




CITY OF ORLANDO

FAC

FAMILY ASSISTANCE CENTER



LOCATION:
Camping World Stadium,
formerly know as the Orlando Citrus Bowl
1610 West Church Street, Orlando 32805



HOURS OF OPERATION:
June 15, 10 a.m. - 8 p.m.
June 16, 10 a.m. - 8 p.m.
June 17, 10 a.m. - 8 p.m.
June 18, 8 a.m. - 2 p.m.
June 19, 12 p.m. - 8 p.m.
Future hours of operation will be determined.



SERVICES AVAILABLE
cityoforlando.net/FamilyAssistanceCenter
407.246.4357

 **Orlando Police** 
@OrlandoPolice

That sound was a controlled explosion by law enforcement. Please avoid reporting inaccuracies at this time.

RETWEETS 822 LIKES 687

5:05 AM - 12 Jun 2016

 **OCSO FL News**
@OrangeCoSheriff

#breaking All updates on the Pulse Nightclub shooting will come from @OrlandoPolice Twitter feed ONLY.

RETWEETS 27 LIKES 19

5:45 AM - 12 Jun 2016

 **Orlando FL** 
@citybeautiful

#PulseNightclub road closure information for area residents and all drivers

Pulse Nightclub Road Closure Information

We are encouraging residents and all drivers to avoid the area surrounding Pulse Nightclub. If you live in the area or are reporting to work or an appointment at any of the medical offices or Orlando Health campus, please refer to the following street closure update:

- Orange Avenue will remain closed from Michigan Street to Miller Avenue.
- If you are traveling southbound on Orange Avenue, please use Gore Street as your alternate to Division Avenue to the west or Delaney Avenue to the east.
- If you are traveling northbound on Orange Avenue, please use Michigan Street to Division Avenue.
- Eastbound Kaley Street is closed at Lucerne Terrace and westbound Kaley Street is closed at Delaney Avenue. For eastbound Kaley Street, use Division Avenue to Michigan Street as your alternate. For westbound Kaley Street, use Delaney Avenue to Michigan Street or Gore Street as your alternate.
- If you require access to the closure, you must show

 **Orlando Police** 
@OrlandoPolice

Media: This is a fluid scene and we are working on getting you an update. All info will come from here for now.

RETWEETS 286 LIKES 274

4:35 AM - 12 Jun 2016



- Phone line was operational by 10am for family members to inquire about their loved ones
- Started with a phone bank of 10 phones
- Expanded to 25 phones with 48 open channels for calls to queue
- Received over 6800 calls
- Website was the location for accurate information
- Volunteer form
- Security and cache
- Multi-locations



- **Beardall Senior Center**
- June 12, 2016 - June 14, 2016
- Established for the Notification of Next of Kin and Victims Identification
- FBI Crisis Team, FEMORS and FDLE



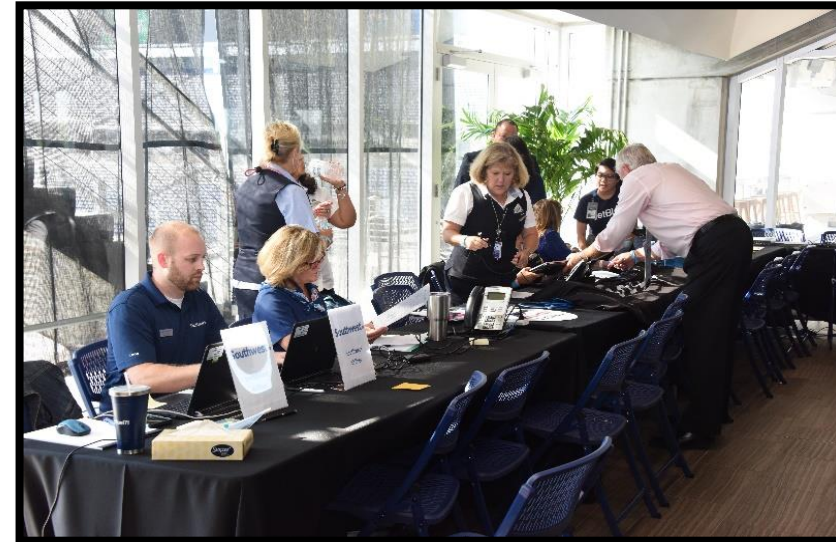
Camping World Stadium

June 15, 2016 - June 22, 2016

Established to support the immediate needs
of families, friends and victims

Services provided included:

- Air Travel/Lodging
- Animal Services
- Child And Family Services
- Consulate Services
- Counseling/Spiritual Care
- Crime Victim Services
- Funeral Services
- Health Care Assistance
- Identification Documents
- Legal Aid
- Medical Examiner



- Eight days
- 35 Agencies
- 956 individuals representing
298 families
- 1,200 employees/volunteers

Michigan Street

June 23, 2016 - October 2020

Partnership between the City of Orlando, Orange County Government and the United Way

Serves as a navigation point to assess the needs and provide information, support and resources to those directly

Services Provided:

- Long-term Support
- Family Services
- Mental Health Services
- Counseling





OneOrlando Fund



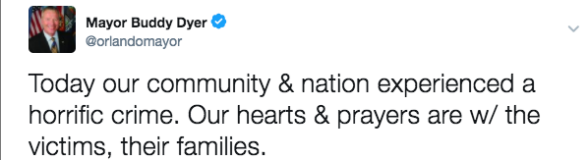
THE
CENTER



Equality
Florida



NATIONAL
COMPASSION FUND



Esta tragedia no nos definirá sino más bien **nos unirá** porque somos **UN SOLO ORLANDO** **#OrlandoUnited**

Buddy Dyer
Alcalde de Orlando

OneOrlando.org

OneOrlando Fund

Victims and Their Families

This morning our community, and our nation, experienced a horrific crime. Our hearts and prayers are with the victims and their families.

We are dealing with a tragedy that we never could have imagined. What happened this morning in our city could have happened in any community in the country. President Barack Obama has provided the support of the federal government, and Governor Rick Scott accepted my request for a state of emergency in the City. This allows us to bring in additional resources to support our efforts.

We are focused on identifying the victims and notifying their families. Law enforcement is working the scene as efficiently and diligently as possible while being respectful to the remains of the deceased. The names of the victims after their next of kin have been notified are being added to cityoforlando.net/victims.

I am proud of how our community has responded to this tragedy. Our dedicated first responders and hospital staff deserve our thanks. Their actions have saved many lives. And today many residents donated blood to help the victims and joined one another to lend support.

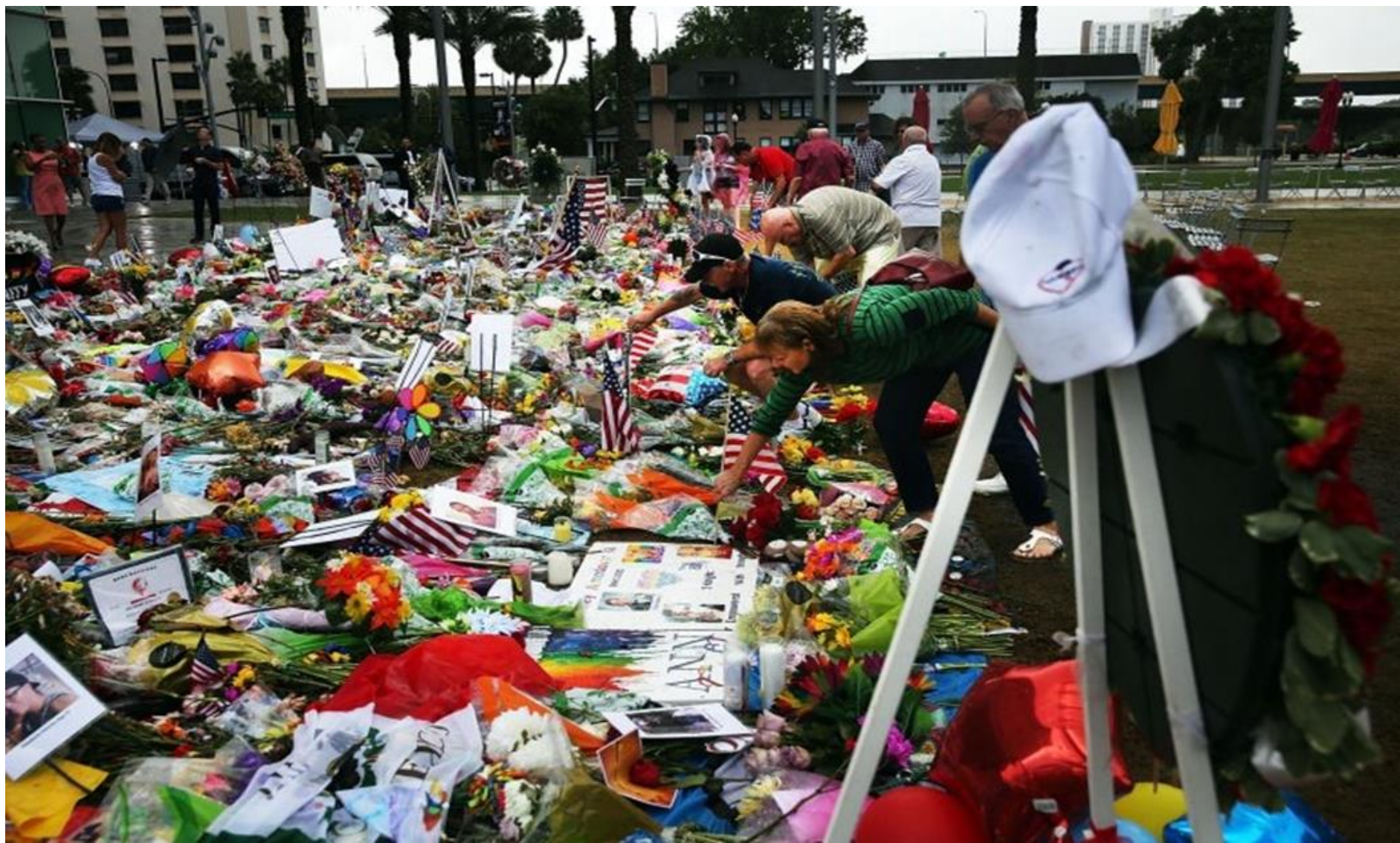
We have set up a hotline for family members of the victims: 407.246.4357. Aspire Health has also offered grief counselors through the Zebra Coalition who can be reached at 407.228.1448.

We understand our community is grieving and that vigils are being planned but please hold off on vigils - they represent a serious strain on our limited City and public safety resources, which we need to dedicate to law enforcement and victims.

If you are seeking a location to leave memorial items, please use the green space in front of the Dr. Phillips Center for the Performing Arts in Downtown Orlando.



#ORLANDOUNITED



Removal and preservation

- Communication
- Event

Pulse site fence project





- Document daily
- Public records
- Cultural liaisons
- Do I have to make this decision today?
- Leverage relationships
- Adaptable staff
- After Action Reports
- Make quick decisions, but be willing to pivot
- When making decisions, always put the victims first



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Bruno Lozano, Former Mayor, Del Rio, TX

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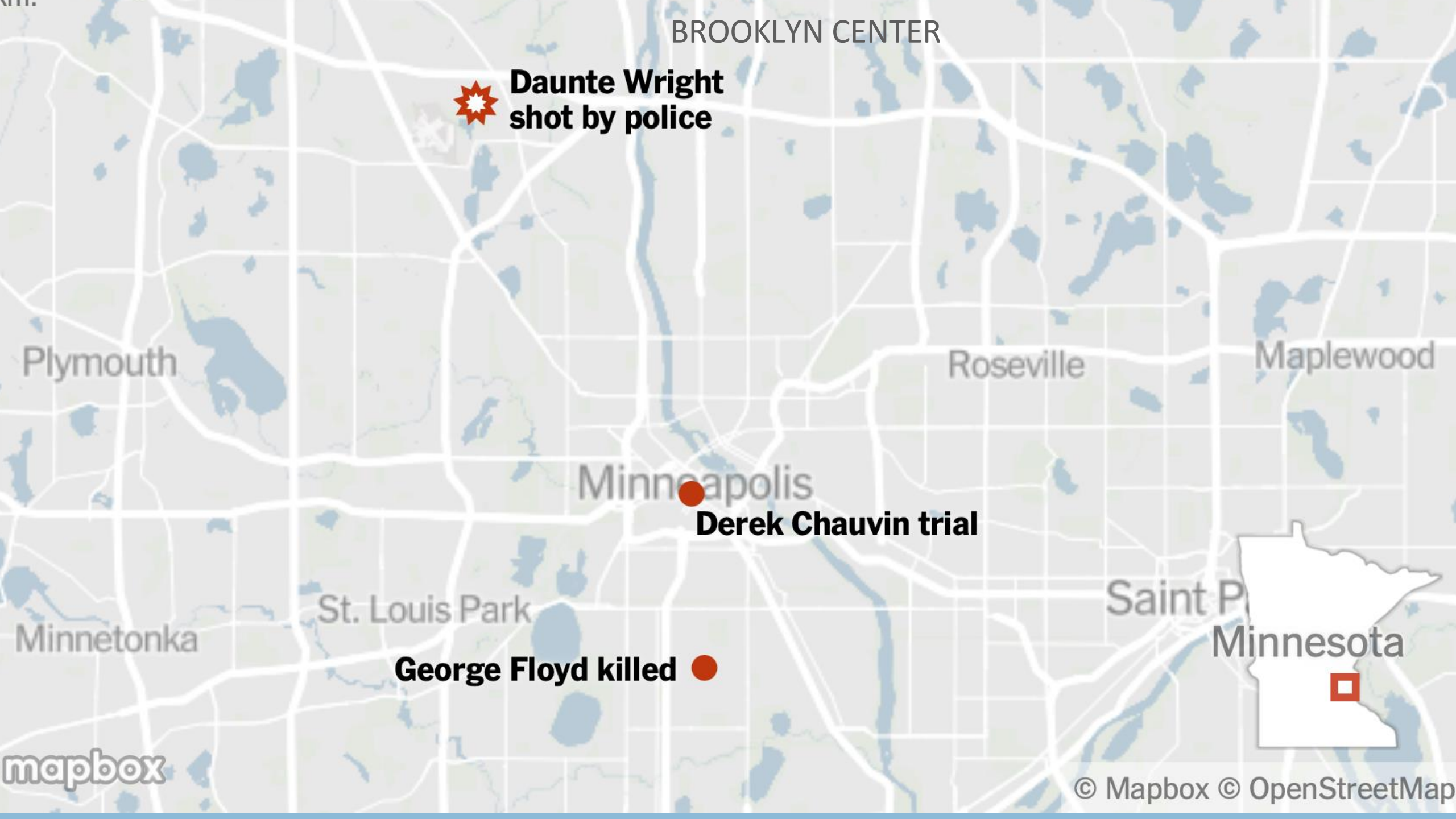


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Mike Elliot, Mayor, Brooklyn Center, MN

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BROOKLYN CENTER

**Daunte Wright
shot by police**

Plymouth

Roseville

Maplewood

Minneapolis

Derek Chauvin trial

St. Louis Park

Saint Paul

Minnetonka

George Floyd killed

Minnesota

mapbox

© Mapbox © OpenStreetMap

[HTTPS://WWW.DARETOREIMAGINE.ORG/CASE-STUDIES/BROOKLYN-CENTER-COMMUNITY-SAFETY-ACT](https://www.daretoreimagine.org/case-studies/brooklyn-center-community-safety-act)

[HTTPS://WWW.CI.BROOKLYN-CENTER.MN.US/GOVERNMENT/CITY-COUNCIL/COMMUNITY-SAFETY-AND-VIOLENCE-PREVENTION-IMPLEMENTATION-COMMITTEE?LOCALE=EN](https://www.ci.brooklyn-center.mn.us/government/city-council/community-safety-and-violence-prevention-implementation-committee?locale=en)



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Dr. Karen Weaver, Former Mayor, Flint, MI

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Leading Through the Flint Water Crisis

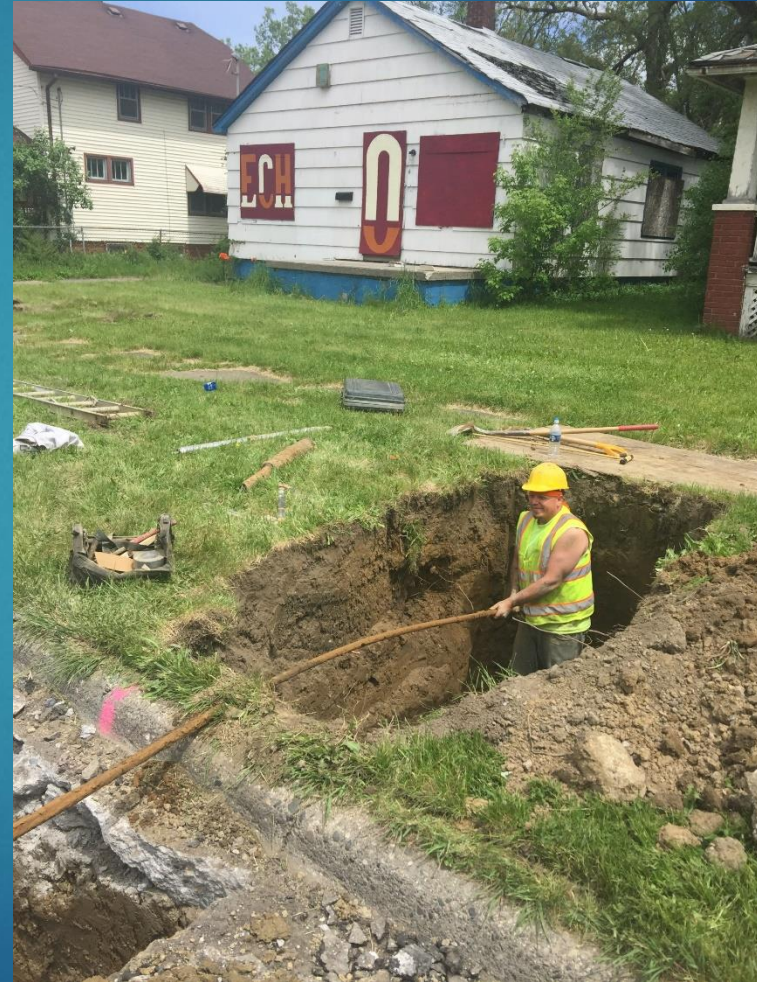
DR. KAREN WEAVER

Leading Through the Flint Water Crisis

Flint

**Mayor Karen Weaver
declares water crisis state
of emergency in Flint**

Fast Start Pipe Replacement Program



Fast Start Pipe Replacement Program



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